From: hord, george

To: 'microsoft.atr(a)usdoj.gov'

Date: 1/11/02 4:10pm

Subject: Microsoft the Giant with the Battle Axe

To Whom it Concerns;

My primary thoughts are:

- 1) Microsoft has some allies because Microsoft helped them become rich by proving coat tails for the loyal or obedient.
- 2) Microsoft has CRUSHED or rendered non existent any will to compete because of their marketing practices.
- 3) There has never been a question about ability to innovate Microsoft has never been or wanted to be the innovator, just the crusher. Let someone else lead and then CRUSH. Microsoft has ALWAYS copied technology or bought it, never innovated.
- 4) Microsoft should be given absolute guidelines/mandate on what is operating system software what is internet software and what is application software. If USDOJ cannot do that then set up an independent panel that makes the decisions.

George Hord